



Display P&L

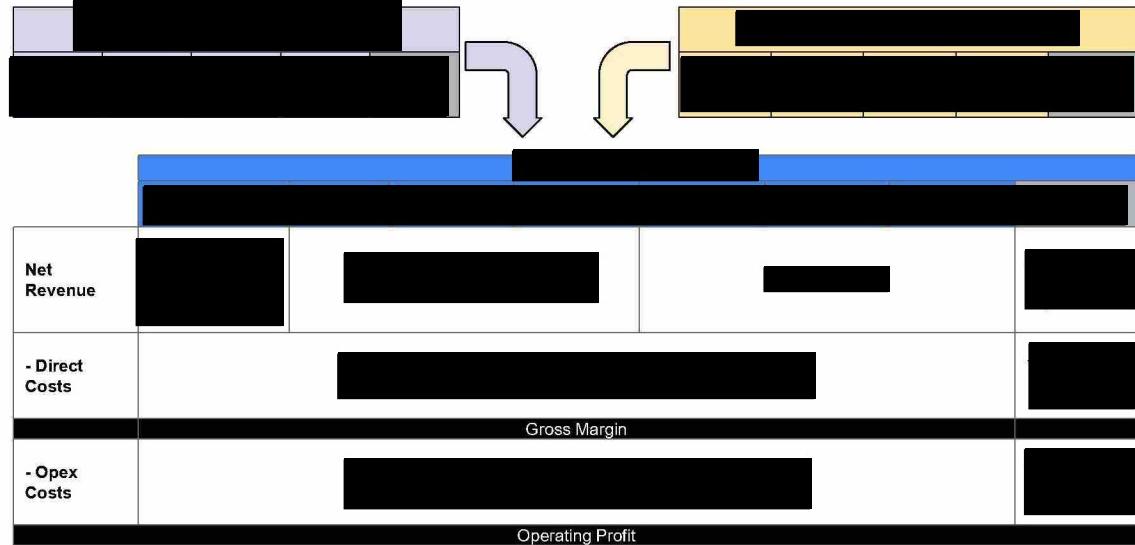
2022 Cost Center Reviews

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Input file:

<https://docs.google.com/spreadsheets/d/1PJFDe-oxp4lKU7WfkuB--QpkkWpzPulBmK3LeiXr5Os/edit?resourcekey=0-yAb4K4lOjwt0dmsqdD1kQA#gid=554771632>

Display Has Shifted From Buyside or Sellsid e Combined P&Ls to Stand-Alone Product P&Ls

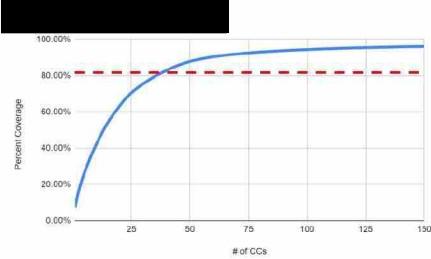


Allocation reviews are focusing on high impact line items within [REDACTED]

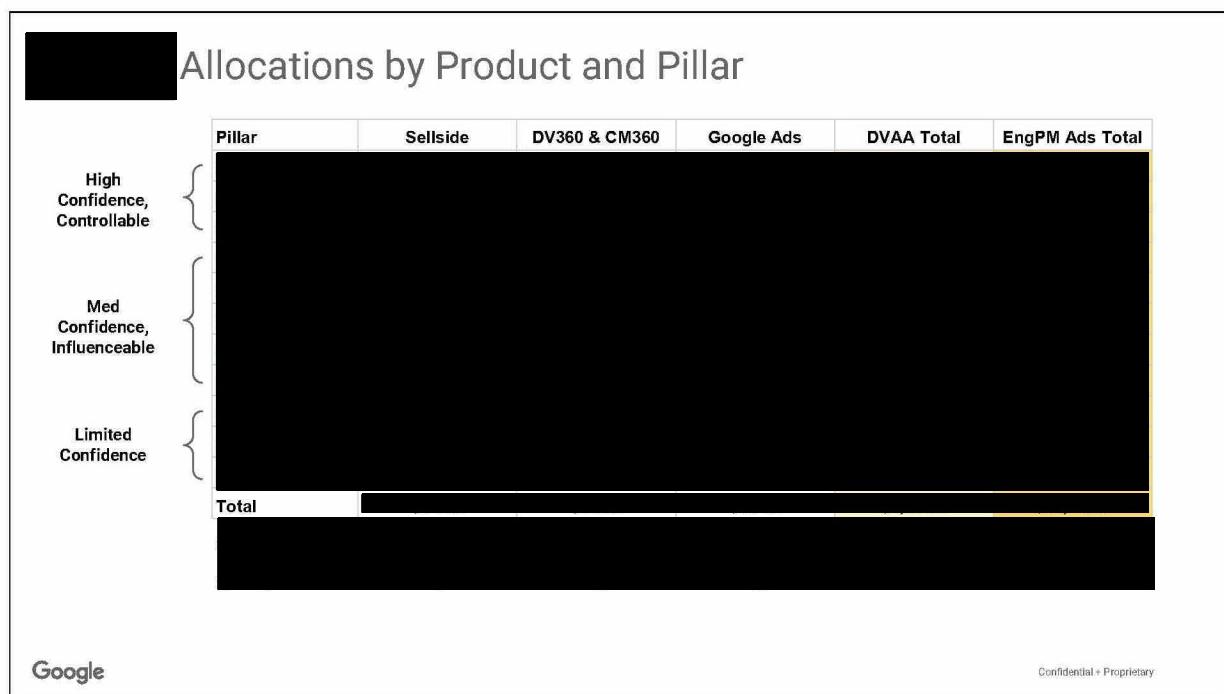
- 1 Start with [REDACTED] given size and opportunity for improving allocations...

Line Item	\$ Value (DVAA)	Allocation Approach
[REDACTED]	[REDACTED]	[REDACTED]
Total	[REDACTED]	[REDACTED]

- 2 ... and [REDACTED]



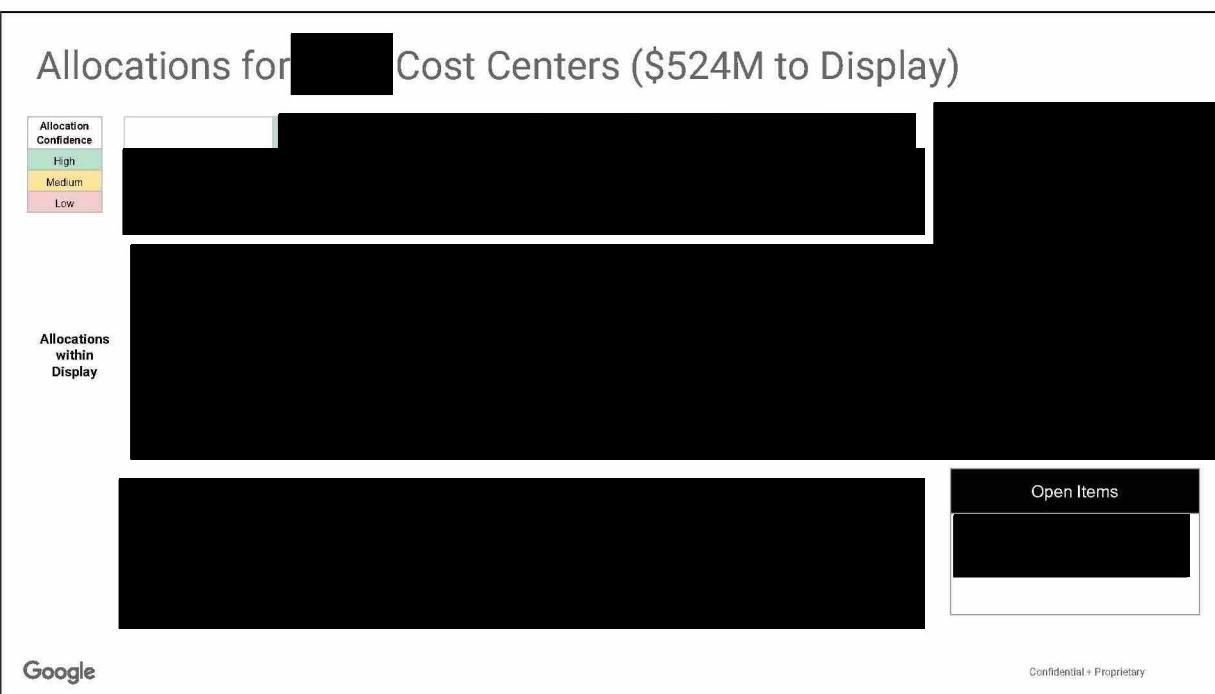
- 3 [REDACTED]

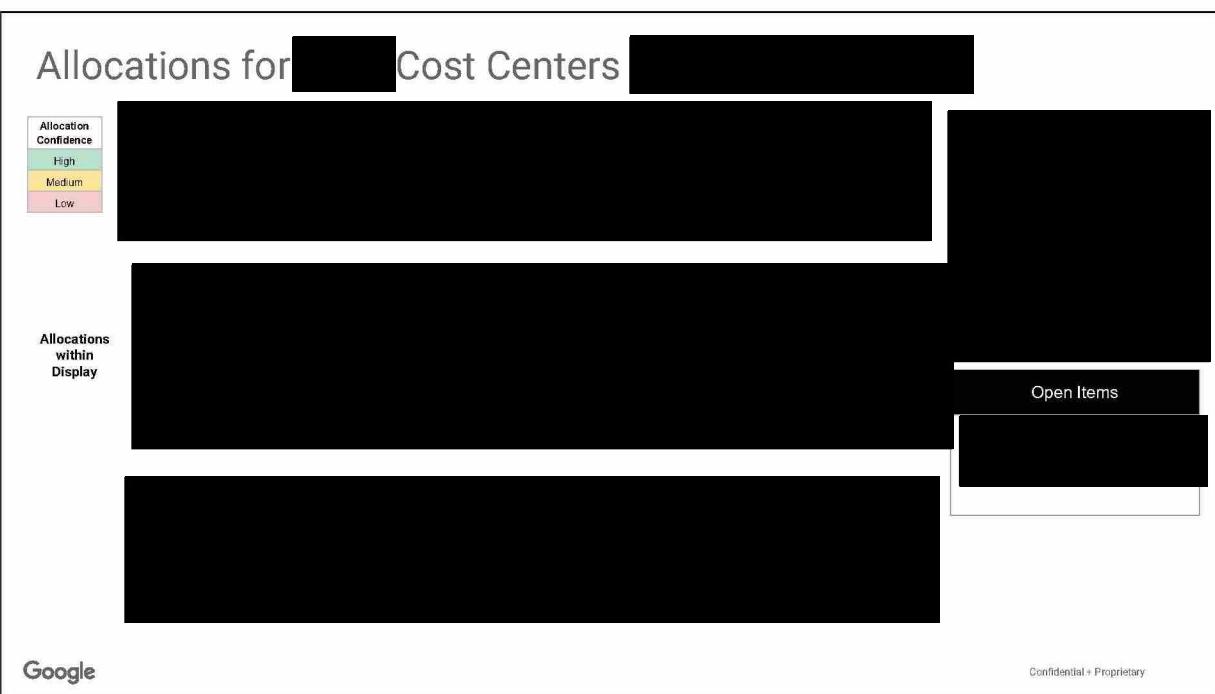


AViD

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Other column includes following CCs:

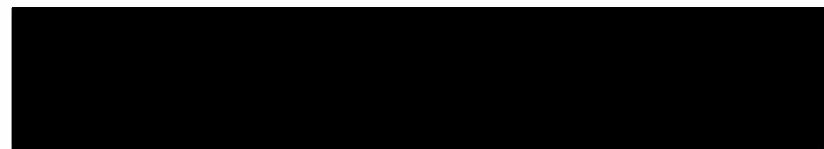
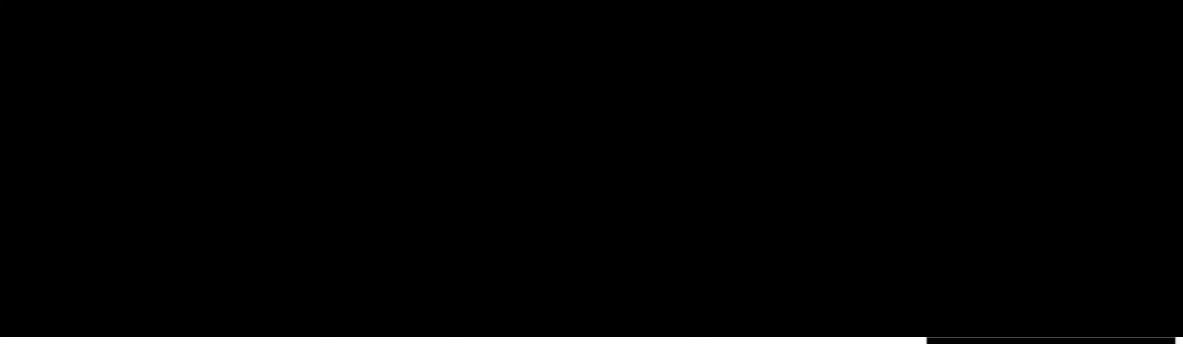
[REDACTED]

BAM Buyside

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Allocations for [REDACTED] Cost Centers [REDACTED]



Open Items



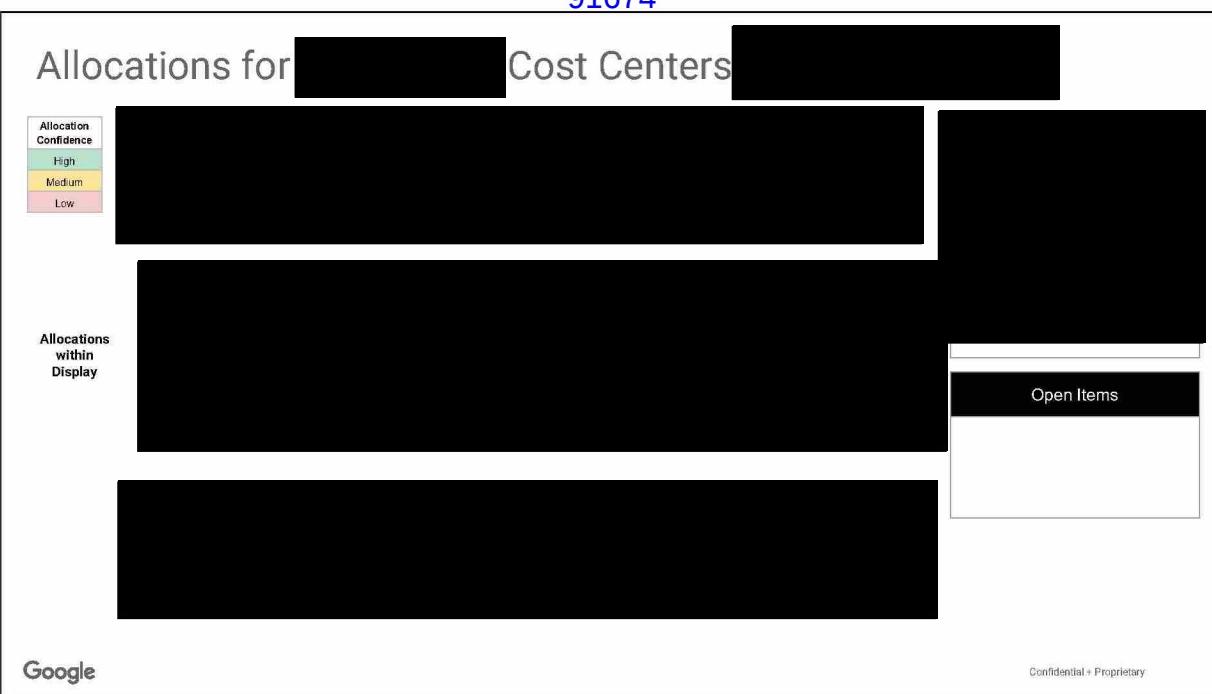
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Search Ads

Google

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AIM

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APaS

Google

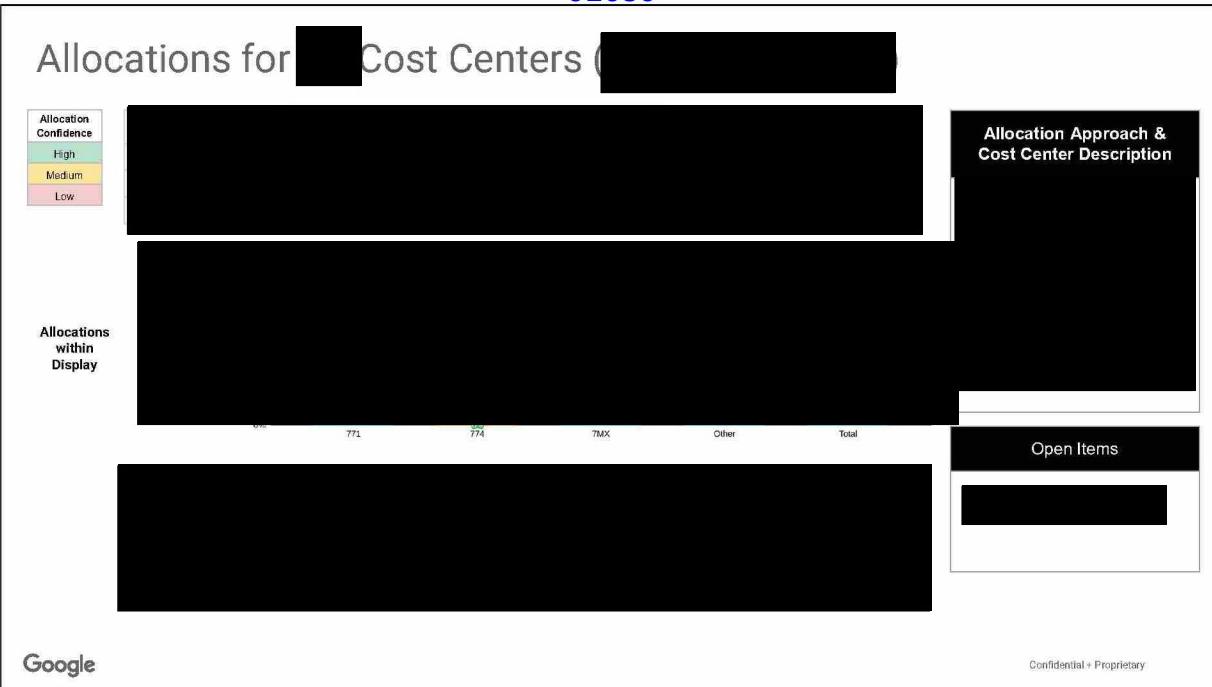
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Customer Engagement

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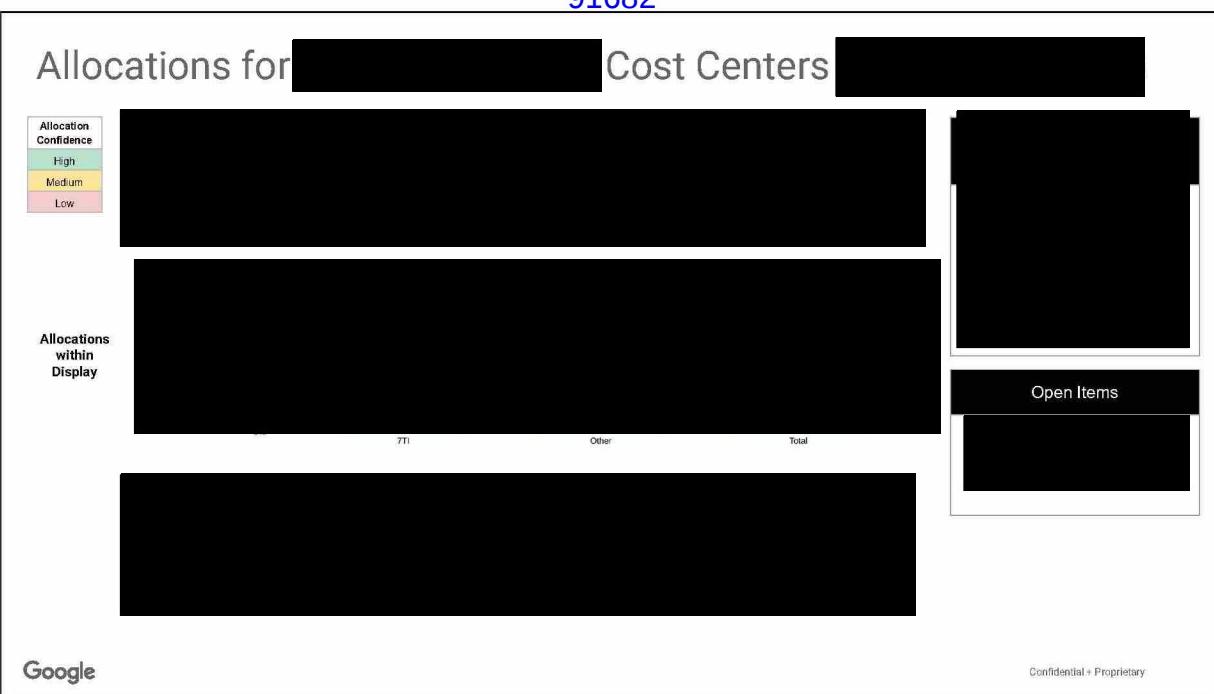
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Payments & NBU

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UX

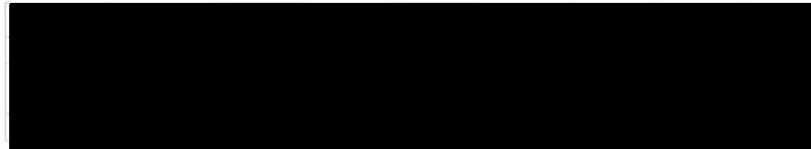
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Allocations for [REDACTED] Cost Centers

Allocation Confidence
High
Medium
Low

Allocations
within
Display



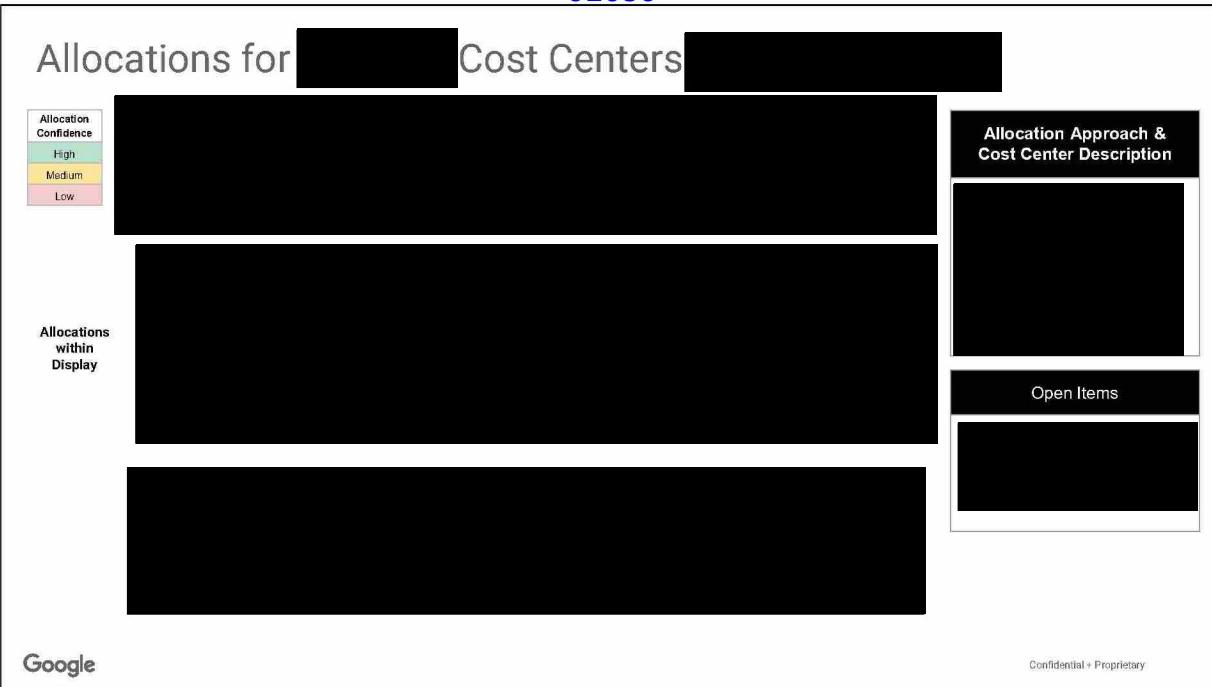
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EngProd

Google

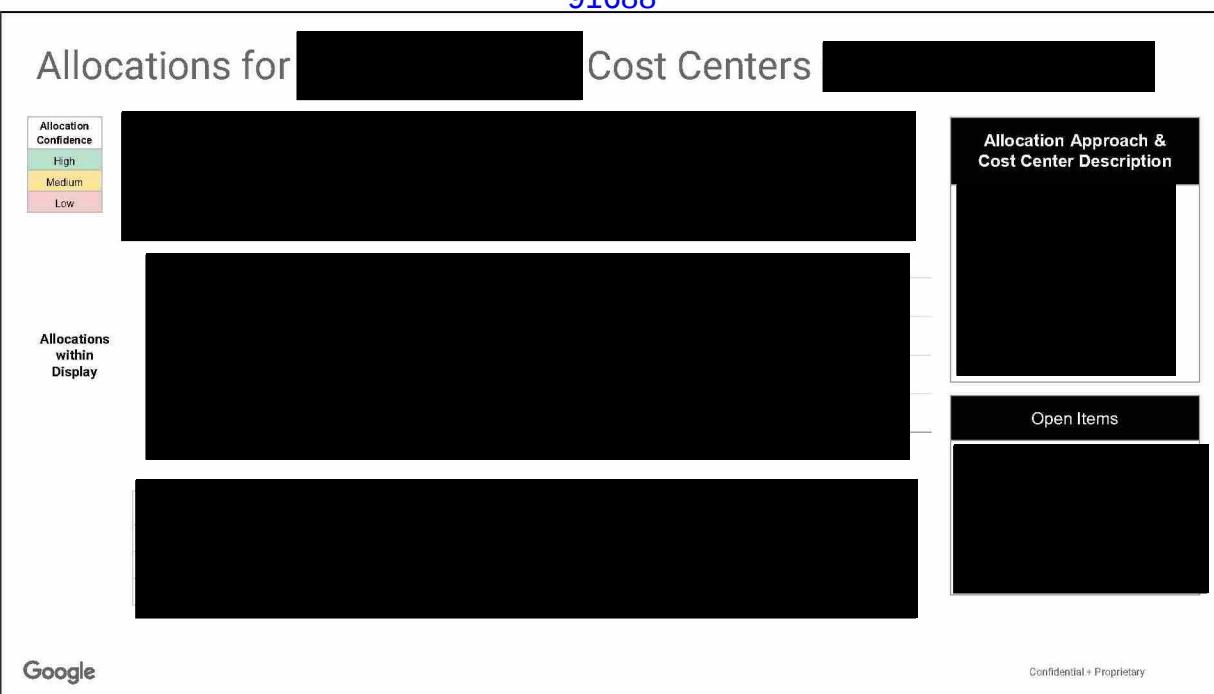
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Core

Google

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Other

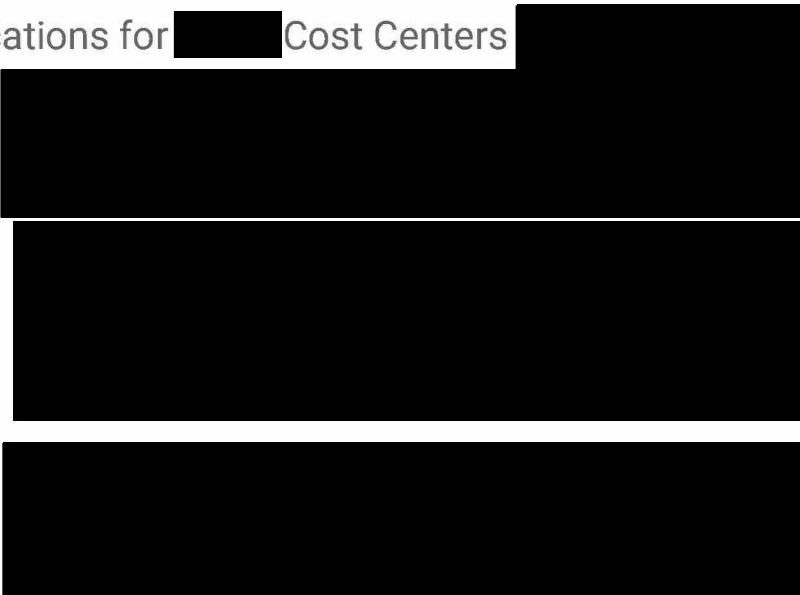
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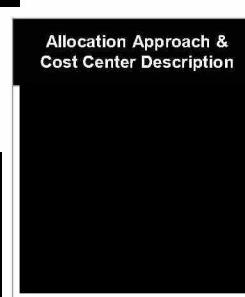
Allocations for [REDACTED] Cost Centers

Allocation Confidence
High
Medium
Low

Allocations
within
Display



Allocation Approach &
Cost Center Description



Open Items

- [REDACTED]

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Appendix

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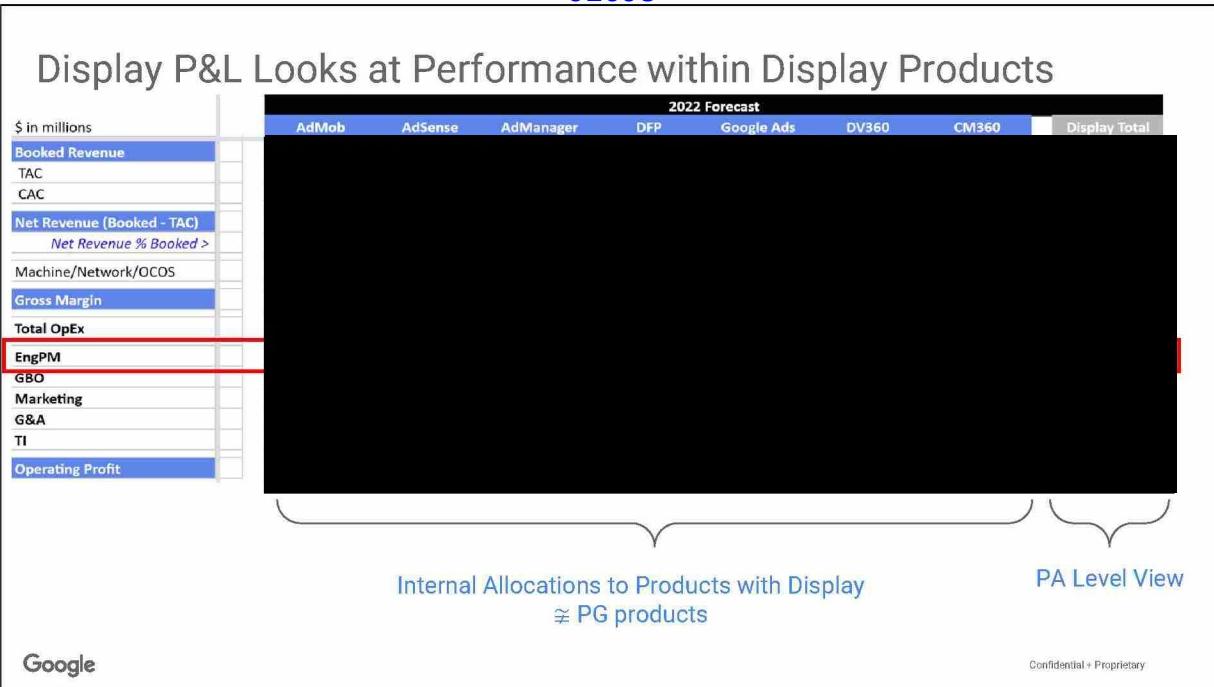
Cost Centers in Scope for Review

Cost Center Name	Pillar
[REDACTED]	[REDACTED]

Cost Center Name	Pillar
[REDACTED]	[REDACTED]

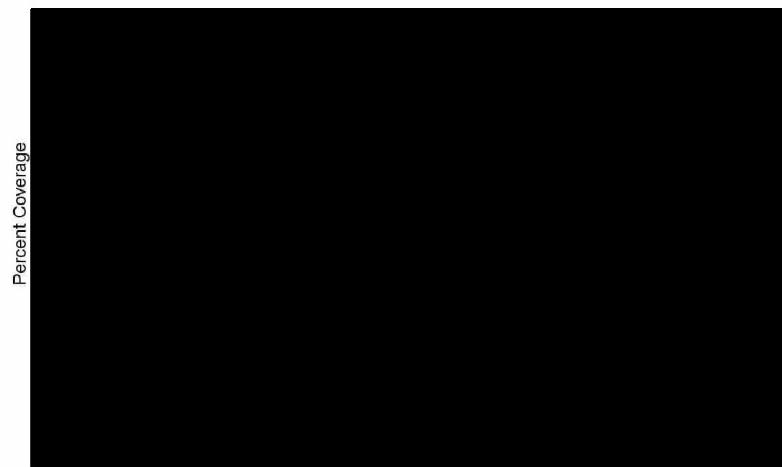
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Prioritization Approach for [REDACTED] Focus on CCs with [REDACTED] in costs, aligning with [REDACTED] coverage of [REDACTED] costs

Percent Coverage vs. # of CCs



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Prioritization Approach - P&L Overview

\$ in millions	Display Total (v4 Forecast)	Current Approach	Confidence to Display	Confidence within Display	Next Steps
Attributable Served Revenue					
GA360					
② Contra Revenue					
TAC					
CAC					
Net Revenue (Booked - TAC)					
② Machine/Network					
Other COS					
Other COS - GA 360					
Gross Margin					
EngPM					
① AVID EngPM					
① Other EngPM					
② GBO					
② Marketing					
G&A					
TI					
Operating Profit					

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Proposed change to GBO Survey for [REDACTED]

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